

Chapter 10.0

Capital Investments

10.1 Introduction, Vision, and Planning Context

VISION

Capital Facilities questions in the Central Area revolve around issues of fairness. Many people in the community do not believe that the city places a high priority on funding facilities in the area, and the way city funds have been allocated on a piecemeal basis has been perceived as often counterproductive,

While the planning effort revealed that the population of the neighborhood is reasonably well-served by community facilities, there is ongoing concern about quality and maintenance. And there is certainly evidence that all facilities are under extremely heavy demand for use — as any afternoon at the Garfield Community Center will attest.

Programmatic funding priorities must start with economic development and access to capital. For years local businesses and homeowners have been denied capital for vital fix-up and business start-up. If this trend continues as it has, even as the neighborhood improves, local residents could be largely shut off from the rising tide of economic good fortune. These pools of capital are seen by local residents as the essential ingredient that gives them the ability to compete in an entrepreneurial society, in which their functioning is currently being hobbled by culture, race, and current lending practices in their neighborhood.

Homeownership, chief collateral asset for most business startups, has been similarly inaccessible to many local residents. New pools of easier to access capital and opportunities are necessary to keep these issues from causing deep racial and cultural resentments, as the neighborhood improves,

The Central Area Neighborhood Plan calls out a range of investments that the community believes will enhance the health and happiness of the overall community. In some cases these investments are direct purchases of improvements to streets, parks and sidewalks; in other cases, the plan directs investments in programs and loan pools to assist long-term Central Area residents in facing the challenges of speculation, gentrification and economic development.

In some cases the community looks to the city to provide the capital, in other cases, other agencies, businesses, or other community partners are sought.

Capital purchases are focused on transportation and urban design — which shows the high priority the Central Area puts on its outdoor streetscapes and public places. In particular, it is the implementation of the neighborhood “clean and green” program with its linked economic niche neighborhood, streetscape improvements, and a new identity that lies at the core of the revitalization strategy,

The Central Area, because of its history of early development, has an excellent but aging infrastructure of utility and transportation systems. Investment, both public and private, is required to systematically replace, repair, and/or upgrade basic infrastructure systems over time. Maintaining a high quality of infrastructure in the Central Area both in regard to service needs and to the visual impact will encourage a higher quality of private development and will help to maintain the value of property owners’ investments. New technology, especially in the rapidly changing” telecommunication field, also requires upgrading of the Central Area’s infrastructure so businesses, institutions and residents alike have excellent access.

PLANNING CONTEXT

Past. The City has had a long history of investment such as Model Cities and major housing and human service developments. The Central Area is also the beneficiary of many parks and public facilities. Still, the City is in a particularly delicate position vis-à-vis the Central Area. For years its policies seem to have had either no effect, or exactly the opposite effect of the intended ones. Until recent years, there was virtually no sign that anything but continued retrograde blight was possible.

Present. With the advent of the Central Area Action Plan, which unified the community leadership, and with the growing list of successes of strong, developing Community Development Corporations and HomeSight, a corner appears to have been turned. These self-initiated successes suggest that neighborhood planning and action deserve to be supported with more capital investment and more flexible arrangements for that capital. The city’s role needs to be active involvement in the public facilities and infrastructure support, while keeping a least an arms length away in regard to programs and policies. Their most productive role, in this context, seems to be to provide support in assembling, at the neighborhood’s request, the elements of the continued revitalization.

Future. While the needs for continued upgrading of facilities and infrastructure will continue, it is the hope of the plan to encourage realization to the extent that the human challenges diminish, and the Central Area becomes a model community providing all the opportunities and amenities of inner city living. As long as money flowing in to the Central Area is in the form of.

disproportionate investments in services and subsidized housing, this goal will be almost impossible to **achieve**. **The community** believes, however, by establishing a **strong** base of **homeownership**, capital access, and community strengthening investments, that allow community residents an **upwardly-mobile** economic **path**, such a **transformation** can **truly** be accomplished through the community's own **creativity, competitiveness** and **caring**.

COMPREHENSIVE PLAN CONTEXT

The City's Comprehensive plan lays out a case for physical improvements to be concentrated in the area where the most growth will likely **occur**: the Urban Villages. With **three** major, linked, and **adjacent** urban villages in the planning **area**, the Central Area meets the city's **capital facility** preference standards. One of the villages is an urban center village (1 2th Avenue [**called** "South Capitol **Hill**" in the Comprehensive Plan]) which has even more rigorous standards.

The type and style of the named improvements **strongly** supports the urban village vision of the comprehensive plan — focusing on pedestrianism, **lively** streetscapes, mixed use neighborhoods, transit access and a reduced reliance on the automobile. Investments are needed (and noted) throughout to bring the urban villages up to standards **called** out in the comprehensive plan for community centers, gardens, open space and other amenities. In the 12th Avenue **area**, lack of bus service on **12th** Avenue is a prime deterrent to building a **pedestrian**, transit-based urban village — even though potential ridership in the neighboring institutions is enormous. We have suggested a "FirstPass" system modeled on the successful **UPass** program to kick-start transit usage in the area.

The rate of use currently being made of recreations facilities lead the community to believe that, as population increases nearly 35% in the next twenty years, it is vital to **make** investments that will stand the test of time, and serve the people **well**.

UNRESOLVED PLANNING ISSUES

The Capital **Investments** table in Section 10.2 represents only a "first cut" of potential projects that meet needs articulated by the community **planning** committees. Prioritization of the list will be necessary and later action **will** define the list, the resources, and the community responsibility further. It is essential, that the stewards of the plan and the plan implementation component closely monitor the capital investment list to ensure their implementation.

10.2 Proposed Capital Investments

The following list of capital investments have been developed by the various geographic planning committees and topical subcommittees working on the Central Area Action Plan II. The list is meant to be comprehensive of the desired capital investments for the Central Area. However, volunteers who have helped shape the list recognize that some additional refinement and prioritization will need to take place. Where specific details have been provided, the City should strive to begin implementation immediately following the plan's validation.

Table 5
Proposed Capital Investments for the Central Area

Project	Estimated		Community
ECONOMIC DEVELOPMENT			
Loan fund endowment for CDCs - Target the Central Area Capital Fund form infusion of \$5,000,000 over the next three years and sustain it at that level. Capital Fund helps community development corporations (like CADA, Midtown Commons) have the capital to implement economic development and housing proj ect to revitalize the area.			
"Main Street" Marketing Manager. Hire a manager and fund outreach and advertising to improve the image, acquaint the city and local residents with the Central Area's shopping assets .	\$ 1 00,000-500,000 annually	OED	CDCS should help oversee this element and perhaps combining staffing with housing recommendations.
Market Information Resource. Develop a general, handbook of marketing information for new businesses and entrepreneur	Under \$ 100,000	OED	
Revolving Loan Fund endowment for small businesses. A fund to provide small loan for local entrepreneurs wanting to start businesses .	\$5,000,000 additional may be necessary	OED	
HOUSING			
Gentrification Outreach Project. Outreach to those Central Area citizens most susceptible to pressures of gentrification and link them to resources and programs to improve their ability to stay in the neighborhood.	Under \$100,000	CAAP*IT DON DHHS SPO	CAAP*IT will help lead the community-based effort for this investment project.
Housing Resource Center program. Develop a housing resource center, which consolidates all public and private housing resources in the neighborhood . Conduct a bi-yearly outreach, identification and communication project .	\$100,000-500,000	DHHS CADA SeaFirst/CRA banks	

Table 5
Proposed Capital Investments for the Central Area

Project	Estimated cost	Implementor(s)	Community Responsibility
Shared Equity Fund/Investors . Improve the ability of more low-moderate and low-income families to own homes and experience the economic benefits thereof, by linking them with co-investors who will share the payments for the home.	\$5,000,000	Employers, Philanthropic Organizations, City DHHS pilot project	
HUMAN SERVICES			
Community Partnerships Alliance Function. Fund a staff person and communication tools to create an alliance of human development organizations and services (which is planned to become an integrated service network)	Under \$100,000		
Library- Expanded information /health & human services information. Expand the health and human services available through library.	\$1 00,000-500,000		
Community information clearinghouse. An inventory and contact list for the services available in the Central Area. Keep it updated and use it to link services to people in need:	Under \$ 100,000		
URBAN DESIGN AND OPEN SPACE			
Madison-Miller Master Plan Projects. Refer to the proposed improvement projects for urban design, community amenities, streetscape, and transportation described in detail in the Madison-Miller Master Plan. implement as funding becomes available for each proposed capital investment.	Refer to Madison-Miller Master Plan	Refer to Madison-Miller Master Plan	Refer to Madison-Miller Master Plan.
Central Gateway Project. 12th/Yesler/Jackson/ 14th/Rainier/Dearborn Fund a feasibility study to improve the Central Gateway area as a whole, including recommendations for specific transportation and streetscape capital investments. Explore options for property improvements.	\$500,000 to s 1,000,000		
Community Gardens (P-Patches). Acquire sites to replace, expand, and build new facilities. Of particular immediate attention includes replacement of the 24th & Marion P-Patch, and expansion and/or creation of new P-Patches in Spruce Park, Squire Park, Judkins Park, and Madison-Miller neighborhoods,	\$100,000-500,000		



Table 5 Proposed Capital Investments		the Central Area	Community Responsibility
Project	Estimated cost	Implementor(s)	
Central Heritage Trail. Create Central Heritage Trail network as an expansion: of the Central Park Trail linking neighborhood resources. Seek funding to further develop streetscape, signage, and landscaping specifics, then set-aside implementation funding for public-private capital investment.	\$25,000 for feasibility study \$1 00,000-250,00C implementation funding	DON SeaTram	The project must have the support and participation of local community councils from Jackson to Madison between 12 th and 23 rd Avenues.
23 rd Avenue. Acquire and manage vacant lot on 23 rd Avenue as temporary open spaces or mini-parks, with possible future commercial or residential development as per the Economic Development element of the Action Plan 11.	\$100,000-500,000	CDCS	
23 rd Avenue "Clean and Green" Program. Spruce up the appearance of the business districts along 23 rd Avenue through a coordinated program, including street trees, landscaping, decorative signage, kiosks, exhibits & street art. Also part of the economic development plan	\$1,000,000 to 3,000,000	Various City Departments CDCS	The project must have the support and participation of local community councils from Jackson to Madison between 12 th and 23 rd Avenues.
29 th & Columbia Open Space. Provide funding to build Nora Woods Park,	Under \$100,000		
Douglass Truth Library Improvements. Remodel and renovate the Douglass Truth Library to add more space and community facilities. projected to be added to the City's library bond issue.	\$1,000,000 to 3,000,000		
Spruce Park Community Meeting Space. Site, locate, and construct an indoor, multi-purpose community facility for the Spruce Park Neighborhood.	Approximately. \$250,000		
Hiawatha Place Street & Infrastructure. Assist in the implementation of the mixed use redevelopment project at Hiawatha Place by providing offsite street & infrastructure improvements	\$640,000	DON SeaTram	
ITT. Mitter Elementary School. Provide staffing and some implementation funding in support of the p	\$500,000 to \$1,000,000	Parks & Rec SSD	
TRANSPORTATION			
12th Avenue Pedestrian Improvements. Curb bulbs, signalization, crosswalks, restriping, sidewalk repaving to implement the 12 th Avenue Development Plan, as	\$1,500,000 to \$2,500,000	SeaTrans	

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Project	Estimated cost	Implementor(s)	Community Responsibility
revised through the neighborhood planning process. Conceptual design has been forwarded to SeaTrans. Proceeds of sale of City properties on 12th shall be earmarked.			
Central Gateway Traffic/Pedestrian Capital Investments. Provide left turn from Boren to Jackson to allow greater access to the 23rd & Jackson Business District , decrease Jackson Place cut through traffic, and improve pedestrian access.	\$500,000 to \$1,000,000	SeaTrans DON	
23rd Avenue Off-Peak Parking Pilot. Test & evaluate on-street parking on 23rd Avenue (initially between Union and Cherry) to enhance the commercial district and pedestrian safety.	Under \$100,000	SeaTrans	
Madison Street Corridor Improvements. Follow the recommendations outlined by the Madison-Miller Master Plan.	Refer to the Madison-Miller Master Plan	Refer to the Madison-Miller Master Plan	
Madison/UOlive/20th Enhancement Reconfigure intersection to improve pedestrian crossing of Madison and enhance vehicular safety of this 5-point intersection.	Refer to the Madison-Miller Master Plan	SeaTrans	This improvement has been determined as a high community priority.
Union Street Pedestrian improvements. Curb bulbs, sidewalk, parking, bicycle improvements , as determined by the community-sponsored Union Street Urban Design Improvement Plan.	Approximately \$250,000	Sea Trans	
Washington Park Playfield/Arboretum Improved Pedestrian Access. Consider future effort to improve grade-level pedestrian access to the Arboretum from the Madison Valley via a tunnel under Madison.	\$500 k - \$1 m	Sea Trans Parks & Rec	
Martin Luther King, Jr. Way Planted Median and Other improvements Add safety improvements and planted median so MLK Way becomes a boulevard , source of pride and safer street .	\$1 m - \$3 m	Sea Tram	
General: Pedestrian improvements and enhanced accessibility.	\$500,000 to \$1,000,000 various projects	Sea Tram	
General: bicycle improvements , including lane striping, street painting, and signage .	Under \$ 100,000 various projects	SeaTram	
General: Signal pre-emption for transit on major arterials such as 23rd, 12th, and MLK.	\$100,000 to \$500,000	SeaTrans Metro	

Table 5
Proposed Capital Investments for the Central Area

Project	Estimated Cost	Implementor(s)	Community Responsibility
CENTRAL AREA OPERATIONAL BUDGET PRIORITIES			
MLK, Jr. Way Transit Service. Increase bus service. Extend hours of the new Route 8 on Madison/MLK.	\$400,000 annually	Metro SeaTrans to coordinate	
12th Avenue Brts Service. institute bus service (or extend/divert existing routes) to serve 12th Avenue particularly between Madison & Jackson.	\$1,000,000	Metro SeaTrans to coordinate	
New Routes Bus Service. From Central Area to Renton/Boeing.	\$1,000,000	Metro SeaTrans to coordinate	
Seattle University/First Hill Area - FirstPass (like UPass) Work with institutions to implement a "FirstPass" (like UPass to reduce the need for cars/parking).	\$100,000 to \$500,000	Metro SeaTrans to coordinate	
Transit: Circulating van service. Develop circulating van service in Central Area to provide improved access to community facilities and transit centers.	\$500,000 to \$1,000,000		
General: Speeding and parking enforcement	Under \$100,000		
MLK & 23rd Avenue Speeding/ parking enforcement	Under \$100,000		
23rd Avenue: Improved street maintenance	Under \$100,000		
General: Ensure adequate and timely street paving, giving first priority to the Central Area's major arterials.	\$500,000 to \$1,000,000		
Transportation Plan Steward. To monitor and assist citizens in getting necessary traffic improvements, including those listed in the plan. To organize van pool/bulletin board for links to employment centers and other demand management transportation strategies.	Under \$100,000		
General: Improved park maintenance,	\$100,000 to \$500,000		
neighborhood Design Review. Implement and staff a community review process that allows up-front community input and negotiation in local development proposals that allows streamlined permit times and code flexibility for developers entering the process.	Under \$100,000 and could be coordinated with existing processes or other neighborhoods.		The potential exists to bare resources for this recess as other neighborhoods begin to et similar priorities on on-threshold projects.

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Proposed Capital Investments for the Central Area

Project	Estimated cost	Implementor(s)	Community Responsibility
ADU program. Develop a staffed outreach and identification program to help existing homeowners develop mother-in-law apartments	Under \$100,000		
Housing Plan Stewardship Fund a paid staff position to pursue and implement housing recommendations in the Action Plan, particularly as related to identifying and mitigating impacts of economic gentrification.	Under \$100,000 and could be combined with ADU program		

Chapter 11.0

Stewardship Plan

11.1 Introduction, Vision, and Planning Context

VISION

The goal of this Stewardship Plan will be to ensure strategic implementation of the Central Area Action Plan II with the oversight of a committee representative of the community's stakeholders.

The Central Area has had a challenging history of development, investment and cooperation. In recent years, there has been a growing level of cooperation within the community. It is important to continue to support and expand this cooperation so that the full potential of the Central Area as a diverse, vibrant and caring community will be reached.

PLANNING CONTEXT

Past. The Central Area has had a mixed history of cooperative planning and implementation. Strong leaders and personalities had often derailed attempts by the City to improve the community. In the most recent past, a planning effort was begun in 1991 with a strong focus on bringing the community together. The result of this successful effort was the Central Area Action Plan which was recognized by City Council in early 1994. The plan called for an implementation strategy that included an implementation team. CAAP-IT (Central Area Action Plan - Implementation Team) was established with representatives from the community development corporations (CDCs), the community and district councils, business groups, churches, institutions, and residents. In addition to taking on specific projects, CAAP-IT also helped facilitate the next phases of neighborhood planning. The target planning area for this next phase of planning was enlarged to include the Madison-Miller area north of East Madison Street.

Present. As part of the recent neighborhood planning effort, four node teams were established to help guide the development of the plan in their particular area. The node teams helped inform the issue teams about issues in their nodes. There developed a sense of positive cooperation between the nodes along with a greater understanding of the issues that affect each part of the greater Central Area. There are a number of different types of existing organizations and groups that are critical to help guide the Central Area's future. These include CDCs, community and district councils; business groups, churches, institutions, service organizations and residents. Many will have an important role in implementation of the Central Area Action Plan 11.

Future. The challenge is to continue and expand the positive working relationships that have developed and to implement the overall Central Area Action **Plan II** both through coordinated oversight and through action. It is anticipated that the actions **will** be carried out through a variety of implementors, including the City, other public agencies, CDCs, community and district councils, business groups, churches, institutions, service organizations, as well as residents. The coordination will be the responsibility of a Stewardship Team.

UNRESOLVED PLANNING ISSUES

It is proposed that the Stewardship Team would be staffed as a project of% existing Central Area organization. Certain of the action committees, such as the Displacement Committee and Roundtable, maybe staffed as special projects at other organizations. It is proposed **that** a transition management team made up of representatives of CAAP-IT, the Urban League and CAMP working with DON develop a budget and staffing proposal. It is proposed that the management team with representatives of CAAP-IT and the District Council appoint the initial Stewardship Committee based on letters of interest. These 'details **will** be further worked out through conversations with participating organizations with a goal to make the transition from the existing CAAP *IT structure on or before January 1999.

11.2 Proposal for Plan Stewardship

It is proposed that a coordinating body (or Stewardship Team) be accountable for stewarding the Central Area Action Plan H --in other words, to work together with the City and the community ., to make sure it happens but not to necessarily be the implementor of the plan elements.

Stewardship Team. A coordinating body (**or** Stewardship Team) should be formed to:

- , bring stakeholders and implementors together,
- . coordinate and oversee the Plan,
- . advocate on behalf of the community, and
- . connect the past to the future.

Stewardship Team Structure. 'This **Stewardship** Team would consist of a **Stewardship Committee**, an **Implementation Advisory Committee**, and two **or** more Action **Committees**. The Implementation Advisory Committee meetings would serve as the forum for implementors and stakeholders to come together with the Stewardship Committee to cooperatively guide the future of the Central Area, on a semi-annual basis. An appointed Stewardship Committee, meeting quarterly (or hi-monthly if needed) with its executive committee meeting monthly, would coordinate the overall implementation of the plan with specific **responsibilities** to:

- ensure continued outreach to and involvement of all segments of the community,
- . develop community resources,
- . serve as the central point of information,

- . disseminate information regarding **plan** implementation,
- . build **capability** of the community to improve itself continuously,” and
- understand community concerns.

The Action Committees would include **outreach**, resource development, **and** others as identified from time to time. The action committees would have responsibilities as follows:

Outreach Action Committee

- create and manage communication to and from the community regarding the **plan’s** status and outcomes of implementation.
- ., encourage the community to provide feedback on the progress and quality of the implementation.

Resource Action Committee

- . identify and monitor sources of potential finding for plan implementation and stewardship.
- identify training and educational needs to help with plan implementation,

Other Action Committees

- . involve the community in monitoring, advocating for and in **some** cases undertaking plan implementation, examples could include **Transportation**, **Urban Design**, **Human Development**,

11.3 Implementation Advisory Committee,

IMPLEMENTATION ADVISORY COMMITTEE

Composition:

- Committee will include the Stewardship Committee as outlined below (11,4)
- Additional members (to form a committee up to a total of 25 members) will be identified and added by the Stewardship Committee to provide a representative committee of **implementors** and stakeholders to give guidance on overall implementation of the Central **Area** Action Plan II
- Sources for members: CAAP-IT, CDC’s, CAMP, District Council and Community Councils, Urban League, Black Dollar Days Task Force, Business, Corporate, **Foundation**, Action Committee members, community. members at large and government agencies.

Meetings:

- . Regularly scheduled meetings are held twice a year or quarterly if needed

Function:

- . Review mission and vision statements and **workplan**
- Give guidance to Stewardship Committee on overall **direction**
- Identify opportunities

- . Communicate and listen to the community

11.4 Stewardship Committee

STEWARDSHIP COMMITTEE

Composition:

- Begin with five full-term members and four half-term members
 - . Term of Service is two years for all members
 - . Continuity: Committee turnover will be no more than five per year
- Form an Executive Committee of five members
- Members are appointed based on letters of interest and commitment
- Sources for members: CAAP-IT, CDC's, CAMP, District Council and *Community* Councils, Urban League, Black Dollar Days Task Force, Business, Corporate, Foundation, Action Committee members
- Coordinator is a non-voting member of Committee,
- Chairperson is elected from among the members

Meetings:

- Regularly scheduled meetings are every other month
 - . Executive Committee meets monthly with Coordinator
 - . Coordinator prepares and attends every meeting
 - . Chair and Coordinator meet prior to every meeting to approve agenda

Function:

- Provide mission and vision statements
 - . Prepare annual workplan
- Communicate and listen to the community
 - . participate in hiring and evaluating Coordinator
- Direct Coordinator
- Serve as a resource for Coordinator

11.5 Action Committees

ACTION COMMITTEES

Composition:

- Include one or more Stewardship Committee members
 - . Open to interested community members
- Chair appointed by Stewardship Committee

Meetings:

- Meetings are held as needed
 - . Notice of meetings posted at public location(s) as identified by the Outreach Action Committee



Function:

- . Identify next steps for implementation of plan elements
- . Provide *committee* work plan to Stewardship Committee

11.6 Coordinator

COORDINATOR

Job Description:

- Staff committees -
 - Prepare and distribute meeting notices, agendas and minutes
 - Communicate with committee members between meetings
 - Assist committee members in preparing agenda items
- Prepare implementation updates -.,
 - Produce and distribute implementation update information using various means including existing media
- Track and report on implementation opportunities
 - Attend meetings as needed when committee members are not available
- Respond to community inquiries